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REQUEST FOR PROPOSAL

Mid-Term Evaluation of the Central Africa Forest Initiative (CAFI) Fund

RFP No.: **BPPS/NCE/2019/PAP 1765**

Project: **Central Africa Forest Initiative (CAFI)**

Country: **Geneva, Switzerland**

Issued on: **23 July 2019**

Contents

Section 1. Letter of Invitation.....	4
Section 2. Instruction to Bidders.....	5
A. GENERAL PROVISIONS	5
1. Introduction.....	5
2. Fraud & Corruption.....	5
3. Gifts and Hospitality.....	5
4. Eligibility	5
5. Conflict of Interests	6
B. PREPARATION OF PROPOSALS	6
6. General Considerations	6
7. Cost of Preparation of Proposal	6
8. Language.....	6
9. Documents Comprising the Proposal	7
10. Documents Establishing the Eligibility and Qualifications of the Bidder	7
11. Technical Proposal Format and Content	7
12. Financial Proposals	7
13. Proposal Security.....	7
14. Currencies	8
15. Joint Venture, Consortium or Association.....	8
16. Only One Proposal	9
17. Proposal Validity Period	9
18. Extension of Proposal Validity Period	9
19. Clarification of Proposal	9
20. Amendment of Proposals	10
21. Alternative Proposals.....	10
22. Pre-Bid Conference	10
C. SUBMISSION AND OPENING OF PROPOSALS.....	10
23. Submission.....	10
24. Deadline for Submission of Proposals and Late Proposals.....	10
25. Withdrawal, Substitution, and Modification of Proposals	11
26. Proposal Opening	11
D. EVALUATION OF PROPOSALS	11
27. Confidentiality	11
28. Evaluation of Proposals	11
29. Preliminary Examination.....	11
30. Evaluation of Eligibility and Qualification.....	11
31. Evaluation of Technical and Financial Proposals	12
32. Due Diligence	13
33. Clarification of Proposals	13
34. Responsiveness of Proposal	13
35. Nonconformities, Reparable Errors and Omissions.....	13
E. AWARD OF CONTRACT	14
36. Right to Accept, Reject, Any or All Proposals	14
37. Award Criteria.....	14
38. Debriefing	14
39. Right to Vary Requirements at the Time of Award.....	14
40. Contract Signature.....	14
41. Contract Type and General Terms and Conditions	14
42. Performance Security	14
43. Bank Guarantee for Advanced Payment.....	15
44. Liquidated Damages.....	15

45. Payment Provisions	15
46. Vendor Protest	15
47. Other Provisions	15
Section 3. Bid Data Sheet	16
Total Part 3	20
Section 5. Terms of Reference	21
Background	21
CAFI Objectives, Expected Outcomes and Outputs	22
Programme Structure and Executing Arrangements	23
Programme Cost and Financing	23
Per country Status	23
Management of the Evaluation	24
Evaluation Objective and Scope	24
Evaluation Criteria	25
Evaluation Questions	26
Strategic relevance of CAFI	26
Results and contribution to stated objectives	26
Cross-cutting issues	28
Factors affecting performance	29
Evaluation Methodology	31
Data sources and Tools	32
Consultation process	33
The Evaluation Team	33
Evaluation Team Deliverables	34
CAFI Response	36
Evaluation timetable	36
Section 6: Returnable Bidding Forms / Checklist	46
Form A: Technical Proposal Submission Form	47
Form B: Bidder Information Form	48
Form C: Joint Venture/Consortium/Association Information Form	49
Form D: Qualification Form	50
Form E: Format of Technical Proposal	52
Form F: Financial Proposal Submission Form	58
Form G: Financial Proposal Form	1

SECTION 1. LETTER OF INVITATION

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
 - o Form A: Technical Proposal Submission Form
 - o Form B: Bidder Information Form
 - o Form C: Joint Venture/Consortium/Association Information Form
 - o Form D: Qualification Form
 - o Form E: Format of Technical Proposal
 - o Form F: Financial Proposal Submission Form
 - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Issued by:

Approved by:

Name: [insert name of Procurement Officer]

Title: [insert title]

Date: Select date

Name: [insert name of Procurement Reviewer]

Title: [insert title]

Date: Select date

SECTION 2. INSTRUCTION TO BIDDERS

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
2. Fraud & Corruption	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p>
3. Gifts and Hospitality	<p>3.1 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>3.2 In pursuance of this policy, UNDP:</p> <ul style="list-style-type: none"> (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract. <p>3.3 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf</p>
4. Eligibility	<p>4.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>4.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>

<p>5. <i>Conflict of Interests</i></p>	<p>5.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>5.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>5.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>5.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<p>B. PREPARATION OF PROPOSALS</p>	
<p>6. <i>General Considerations</i></p>	<p>6.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>6.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
<p>7. <i>Cost of Preparation of Proposal</i></p>	<p>7.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
<p>8. <i>Language</i></p>	<p>8.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>

<p><i>9. Documents Comprising the Proposal</i></p>	<p>9.1 The Proposal shall comprise of the following documents:</p> <ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
<p><i>10. Documents Establishing the Eligibility and Qualifications of the Bidder</i></p>	<p>10.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
<p><i>11. Technical Proposal Format and Content</i></p>	<p>11.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>11.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>11.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>11.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
<p><i>12. Financial Proposals</i></p>	<p>12.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>12.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>12.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<p><i>13. Proposal Security</i></p>	<p>13.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>13.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>13.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>13.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p>

	<p>13.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> i. to sign the Contract after UNDP has issued an award; or ii. to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.
<i>14. Currencies</i>	<p>14.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <ul style="list-style-type: none"> a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.
<i>15. Joint Venture, Consortium or Association</i>	<p>15.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>15.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>15.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>15.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>15.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> a) Those that were undertaken together by the JV, Consortium or Association; and b) Those that were undertaken by the individual entities of the JV, Consortium or Association.

	<p>15.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>15.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
<i>16. Only One Proposal</i>	<p>16.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>16.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
<i>17. Proposal Validity Period</i>	<p>17.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>17.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<i>18. Extension of Proposal Validity Period</i>	<p>18.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>18.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>18.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<i>19. Clarification of Proposal</i>	<p>19.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>19.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p>

	19.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.
<i>20. Amendment of Proposals</i>	<p>20.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>20.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<i>21. Alternative Proposals</i>	<p>21.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>21.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<i>22. Pre-Bid Conference</i>	22.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
C. SUBMISSION AND OPENING OF PROPOSALS	
<i>23. Submission</i>	<p>23.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>23.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>23.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
<i>24. Deadline for Submission of Proposals and Late Proposals</i>	<p>24.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>24.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>

<p><i>25. Withdrawal, Substitution, and Modification of Proposals</i></p>	<p>25.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>25.2 Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION"</p> <p>25.3 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
<p><i>26. Proposal Opening</i></p>	<p>26.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members.</p>
<p>D. EVALUATION OF PROPOSALS</p>	
<p><i>27. Confidentiality</i></p>	<p>27.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>27.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
<p><i>28. Evaluation of Proposals</i></p>	<p>28.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>28.2 Evaluation of proposals is made of the following steps:</p> <ul style="list-style-type: none"> a) Preliminary Examination b) Minimum Eligibility and Qualification (if pre-qualification is not done) c) Evaluation of Technical Proposals d) Evaluation of Financial Proposals
<p><i>29. Preliminary Examination</i></p>	<p>29.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
<p><i>30. Evaluation of Eligibility and Qualification</i></p>	<p>30.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>30.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ul style="list-style-type: none"> a) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list;

	<ul style="list-style-type: none"> b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; d) They are able to comply fully with UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
<p><i>31. Evaluation of Technical and Financial Proposals</i></p>	<p>31.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>31.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal was found not responsive.</p> <p>31.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>31.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>

<p><i>32. Due Diligence</i></p>	<p>32.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
<p><i>33. Clarification of Proposals</i></p>	<p>33.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>33.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>33.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
<p><i>34. Responsiveness of Proposal</i></p>	<p>34.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>34.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
<p><i>35. Nonconformities, Reparable Errors and Omissions</i></p>	<p>35.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>35.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>35.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total

	<p>that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;</p> <p>b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>35.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
<i>36. Right to Accept, Reject, Any or All Proposals</i>	36.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
<i>37. Award Criteria</i>	37.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
<i>38. Debriefing</i>	38.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
<i>39. Right to Vary Requirements at the Time of Award</i>	39.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
<i>40. Contract Signature</i>	40.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
<i>41. Contract Type and General Terms and Conditions</i>	41.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
<i>42. Performance Security</i>	42.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP POPP DOCUMENT LIBRARY/Public/PSU Solicitation Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by

	both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
<i>43. Bank Guarantee for Advanced Payment</i>	43.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
<i>44. Liquidated Damages</i>	44.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
<i>45. Payment Provisions</i>	45.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
<i>46. Vendor Protest</i>	46.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html
<i>47. Other Provisions</i>	<p>47.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>47.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>47.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

SECTION 3. BID DATA SHEET

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	Other (pls. specify) Submissions English or French will be accepted
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	10	Proposal Validity Period	90 days
5	14	Bid Security	Not Required
6	41	Advanced Payment upon signing of contract	Allowed up to a maximum of 20% of contract value
7	42	Liquidated Damages	Will be imposed as follows: Percentage of contract price per day of delay: 5% Max. number of days of delay 45, after which UNDP may terminate the contract.
8	40	Performance Security	Not Required
9	18	Currency of Proposal	United States Dollar
10	31	Deadline for submitting requests for clarifications/ questions	5 days before the submission deadline
11	31	Contact Details for submitting clarifications/questions	E-mail address: bpps.procurement@undp.org
12	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email
13	23	Deadline for Submission	21 August 2019, 12:00AM (US EST)

14	22	Allowable Manner of Submitting Proposals	<u>Submission by email</u>
15	22	Proposal Submission Address	<p><u>bpps.procurement@undp.org</u></p> <p><u>Technical and Financial proposals must be submitted separately.</u></p> <p>For submission of <u>Technical Proposal</u>, please put the following on the Email subject line: BPPS/NCE/2019/PAP 1765, Technical Proposal</p> <p>For submission of <u>Financial Proposal</u>, please put the following on the Email subject line: BPPS/NCE/2019/PAP 1765, Financial Proposal</p>
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Password for technical proposal <u>must not</u> be provided to UNDP until the date as indicated in No. 13 (21 August 2019) ▪ Password for financial proposal <u>must not</u> be provided to UNDP until requested by UNDP. ▪ Max. File Size per transmission: 20MB ▪ <u>Mandatory subject of email:</u> (<i>Separate submission of technical and financial proposal</i>) <ul style="list-style-type: none"> (i) BPPS/NCE/2019/PAP 1765, Technical Proposal (ii) BPPS/NCE/2019/PAP 1765, Financial Proposal
17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70% 30% distribution for technical and financial proposals, respectively.</p> <p>The minimum technical score required to pass is 700/1000 points.</p>
18		Expected date for commencement of Contract	September 23, 2019
19		Maximum expected duration of contract	6 months to completion
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	<p>Purchase Order and Contract for Goods and Services for UNDP</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
22	39	UNDP Contract Terms and Conditions that will	UNDP General Terms and Conditions for Professional Services

		apply	http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	

Section 4. Evaluation Criteria

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm / Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	30%	300
3.	Management Structure and Key Personnel	40%	400
Total			1000

Technical Proposal Evaluation		Points obtainable
1. Expertise of the Firm/Organization		
1.1	Demonstrated experience with multilateral funds, cooperation with stakeholders from government institutions, international organizations (including UN agencies and programmes, WBG, AFD)	50
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> - strength of project management support - project management controls 	50
1.3	Combined technical expertise (of the team assembled) in rural development, monitoring and evaluation, project cycles	100
1.4	Quality assurance procedures, warranty	25
1.5	Relevance of: <ul style="list-style-type: none"> - Experience in performance audits / policy audits - Experience on Projects in the Central African Region 	75
Total part 1		300

Technical Proposal Evaluation		Points Obtainable
2. Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	65
2.5	Is the conceptual framework adopted appropriate for the task?	55
2.6	Is the scope of task well defined and does it correspond to the TOR?	50
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	55
Total part 2		300

Technical Proposal Evaluation			Points Obtainable
3. Management Structure and Key Personnel			
3.1	Team leader		200
	Suitability for the Project		
	- International Experience	40	
	- Training Experience	20	
	- Professional Experience in the area of specialization	50	
	- Knowledge of DRC, Gabon and the Republic of Congo	50	
	- Language Qualifications	40	
3.2	2 supporting consultants		200
	Suitability for the Project		
	- International Experience	20	
	- Professional Experience in the area of specialization	60	
	- Knowledge of DRC, Gabon and/or the Republic of Congo	100	
	- Language Qualifications	20	
Total Part 3			400

SECTION 5. TERMS OF REFERENCE

Background

1. Central Africa is home to the second largest tropical rainforest in the world. Forest loss is accelerating despite ongoing efforts, as government action alone has not been sufficient to establish an effective balance between the interests of the forest and of economic development. On this basis, a coalition of willing donors – the European Union, the Federal Republic of Germany, the Kingdom of Norway, the Republic of France and the United Kingdom of Great Britain and Northern Ireland – together with Central African partner countries – Central African Republic, the Democratic Republic of the Congo, the Republic of Cameroon, the Republic of Congo, the Republic of Equatorial Guinea, and the Republic of Gabon – have entered into a collaborative partnership to establish the Central African Forest Initiative (CAFI). The objective of this initiative is to recognize and preserve the value of the forests in the region to mitigate climate change, reduce poverty, and contribute to sustainable development.
2. CAFI's objectives are laid out in the CAFI Declaration: *“to recognize and preserve the value of the forests in the region to mitigating climate change, reducing poverty, and contributing to sustainable development.”*
3. These objectives will be attained through the implementation of country-led, national scale REDD+ and Low Emissions Development (LED) investment frameworks that include policy reforms and measures to address the drivers of deforestation and forest degradation and promote sustainable development.
4. The CAFI Fund terms of reference¹ lay out CAFI's Theory of Change
5. Since its launch in September 2015, CAFI has:
 - a. Concluded Letters of Intent with DR Congo (2016 - 190 million US\$) and Gabon (2017 - 2018 US\$)
 - b. Funded 16 large scale programmes in DRC and Gabon
 - c. Mobilized additional funding (France, EU)
 - d. Attracted additional members from donor countries – with South Korea and the Netherlands joining the initiative
6. As the midterm of the CAFI Fund approaches, it is time to take stock. As set out in the terms of reference of the CAFI Fund, *“the Executive Board will commission two independent reviews/evaluations on the overall performance of the Fund. These evaluations will take place at mid-term and at the closure of the Fund (2022) respectively. The aim of these evaluations, to be spelled out in further detail in the TORs for the evaluations, will be to study the various performance measurements of the Fund, to confirm or to annul them, and to test the theory of the*

¹<http://www.cafi.org/content/dam/cafi/docs/Executive%20Board/CAFI%20Terms%20of%20Reference%20%20Revised%20November%202018%20.pdf>

change described in the Result Fund Matrix. The mid-term evaluation will consist of specific recommendations to the Executive Board for the review of the Fund Result Matrix and its underlying theories of the change if necessary.”

CAFI Objectives, Expected Outcomes and Outputs

7. As set out in the CAFI terms of reference², the objective of CAFI is to coordinate donors efforts and to deliver aid more efficiently through supporting the implementation of integrated, ambitious, high quality national low emission and/or REDD+ investment frameworks. The framework for this Initiative is defined by a Joint Declaration³ endorsed by the Central African and Donors countries.
8. To achieve this objective, the Initiative has identified seven outcomes to deliver at scale, strategic support to partner countries as presented in Table 1:

Table 1. CAFI outcomes

Outcome
Sustainable agricultural practices lead to less land conversion and increased food security
Sustainable alternatives to current wood energy practices are adopted.
Forestry sector institutions have the capacity and the legal framework to promote, monitor and enforce sustainable forest management;
Future infrastructure and mining projects minimize their overall footprint
Land use planning decisions ensure a balanced representation of sectoral interests and keep forests standing, and better tenure security does not incentivize conversion by individuals or communities.
Population growth and migration to forests and forest fronts are slowed down.
Better inter-ministerial coordination and governance resulting in permitting and fiscal regime of economic activities that do not push economic actors to forest conversion and illegal activities.

9. These outcomes have been further elaborated through indicators in the CAFI M&E framework, available [here](#). An approach was conducted to collect baseline and data for these indicators and reported in the 2018 CAFI Annual report Annex.⁴
10. The level of ambition under each outcome is determined country by country through Letters of Intent.

² <http://www.cafi.org/content/dam/cafi/docs/Our-work/CAFI%20Terms%20of%20Reference%20202016%2005%2006.pdf>

³ <http://www.cafi.org/content/cafi/en/home/our-work/governance/the-cafi-declaration.html>

⁴ Available here : <http://www.cafi.org/content/cafi/en/home/our-work/publications.html>

Programme Structure and Executing Arrangements

11. Management is carried out at three levels:

- a. The [Executive Board](#), supported by a small Secretariat, is responsible for overall coordination with [CAFI Partner Countries](#) and decisions regarding the allocation of resources from the CAFI Fund
- b. UNDP's [Multi-Partner Trust Fund Office](#) is responsible for administering the CAFI Fund. The CAFI Multi-Partner Trust uses a pass-through modality, where each Implementing Organisation applies its own set of procedures, provided that it meets the minimum requirements set up by the Initiative in terms of safeguards and fiduciary principles.
- c. UN agencies (including FAO, UNDP), the World Bank and bilateral cooperation agencies (such as the French Development Agency, AFD) serve as [implementing organizations](#) to access funding from the Trust Fund and assist [CAFI Partner Countries](#).

12. CAFI country dialogue has several phases:

- a. Partner countries develop and present their **national investment frameworks** addressing all drivers of deforestation and forest degradation. Small (1 million maximum) grants, implemented by implementing organizations, were provided to support this preparation in all countries except DRC and Gabon.
- b. [Following a review of the national investment framework](#), the CAFI [Executive Board](#) (EB) agrees to support certain policy reforms and large scale programs
- c. Through a Letter of Intent ([e.g. with DRC](#)) the CAFI EB and the partner country government, represented by a government institution with inter-ministerial coordination mandate, agree on time-bound targets in policy reform and programmatic performance and the corresponding financial support by CAFI if jointly defined milestones are met
- d. Partner countries develop and implement **programs** to achieve the milestones in the Letter of Intent with the support of [implementing organizations](#)

Programme Cost and Financing

Total deposits to the CAFI Fund Programme, Donor Commitments (Pledges) and interest received by the Fund are on the MPTF Gateway⁵

Per country Status

Reference to 2018 annual report, available on the CAFI web site⁶, as well as additional updates on the CAFI web site.

⁵ <http://mptf.undp.org/factsheet/fund/AFI00>

Management of the Evaluation

13. The evaluation is provided for in the CAFI Terms of reference and recalled in paragraph 6 above.
14. The Evaluation will be conducted by an **independent team of evaluation consultants** whose team leader will report to the Head of the CAFI secretariat.
15. The CAFI Secretariat will, in addition, facilitate the discussions of the consultants with a small group of CAFI donors (“Reference group”). This Reference group will:
 - a. Discuss drafts and endorse the inception report
 - b. Discuss drafts and endorse the preliminary findings report
 - c. Endorse the final evaluation reports
 - d. Be responsible for follow up
16. All Executive Board members and observers will be invited to i) review and comment the evaluation deliverables (inception report, preliminary findings, draft report) ii) provide inputs into the list of key organizations and individuals to be interviewed by the evaluation team.

In addition, the Executive Board will be invited to provide insights and inputs into evaluation deliverables, and promote learning and ownership of the evaluation findings and recommendations among CAFI partners.

Evaluation Objective and Scope

The **main purpose** of the first external evaluation of CAFI is to make a broad and representative assessment of the performance of the Initiative in terms of relevance, effectiveness (outputs and outcomes) and efficiency, and to the extent possible determine potential impacts stemming from the Initiative, including their sustainability.

The evaluation has three **primary objectives**:

1. (i) to provide evidence of results to meet accountability requirements,
2. (ii) to promote learning, feedback and knowledge sharing through results and lessons learned among the Executive Board, implementing Organizations and other partners, and,
3. (iii) to inform revision of the CAFI programming, structure of the Fund and the Executive Board, if needed, and how these influence and support countries. Therefore, the evaluation will identify lessons of operational and technical relevance for future programme formulation and implementation.

The **scope** of the evaluation is from end of 2015 to Q3-2019. The evaluation will encompass the geographical scope of CAFI, with a strong focus on DRC, Gabon and the Republic of Congo.

The primary audience for the evaluation will be the CAFI Executive Board and the MPTF-O. The secondary audience for the evaluation will be the implementing organizations and relevant

⁶ <http://www.cafi.org/content/cafi/en/home/our-work/publications.html>

institutions of all CAFI partner countries. The evaluation will also be made available to the public through the CAFI [website and](#) the websites of the evaluation departments of contributing donors.

Evaluation Criteria

To focus the evaluation objectives by defining the standards against which the initiative will be assessed, the following six internationally accepted evaluation criteria will be applied:

- i) **Relevance**, concerns the extent to which CAFI and its intended outcomes or outputs are consistent with policies and priorities and the needs of the partner countries. Relevance also considers the extent to which the initiative is responsive to the CAFI Theory of change Relevance vis-a-vis the international Forest and Climate agenda as well as vis-à-vis other forest, rural development and REDD+ or REDD+-related programmes should also be examined rapidly.
- ii) **Effectiveness**, measures the extent of which the Initiative's expected outcomes (Table 1) have been achieved or the extent to which progress towards these outcomes has been made.
- iii) **Efficiency**, measures how resources or inputs (such as funds, expertise and time) were used to deliver high quality support (outputs), and how timely these outputs have been delivered.
- iv) **Cross-cutting issues** such as gender mainstreaming in the programme, integration of social and environmental safeguards at design and during implementation, and contributions to broader organisational learning of the participating agencies.
- v) **To a lesser extent**, the evaluation will also examine **likelihood of impact** (to what extent the Initiative is likely to contribute to intermediate states towards its two intended impacts, i.e. emission reductions from deforestation and forest degradation and poverty reduction, as well as changes in the governance systems, institutional leadership and stakeholder behaviour; and **Sustainability and up-scaling**

The basis for the performance assessment will be the **Theory of Change (ToC)** of the CAFI Fund. A ToC depicts the logical sequence of desired changes (also called "causal pathways" or "results chains") to which an intervention, programme, strategy etc. is expected to contribute. It shows the cause-to-effect linkages from project outputs (goods and services delivered by the project) over outcomes (changes resulting from key stakeholders' use of project outputs) towards impact (changes in living conditions and environmental benefits), including any intermediate changes that need to happen between project outcomes and impact (called intermediate states). A ToC further defines the external factors that affect changes along the pathways, namely:

- **Drivers** – these are external factors partly under control of the programme, such as national stakeholder ownership, that help "drive" change processes along the causal pathways;
- **Assumptions** – these are external factors entirely outside the programme's control that affect the achievement of outcomes, intermediary states and impact.

The timely delivery of quality outputs by the programme and the use of these outputs by stakeholders are also affected by internal **factors affecting performance**. The evaluation will carefully assess those factors, such as preparation and readiness of the programme, stakeholder participation, overall management and adaptation to changing conditions, financial planning, effectiveness of implementing organisations, internal coordination and supervision mechanisms, and coordination with other relevant donors projects/programmes; as to understand why performance has been better

on certain aspects than others. This deeper understanding of factors affecting performance will likely generate important lessons.

Evaluation Questions

The following list includes standard questions and issues that the CAFI midterm evaluation should address. It is based on the standard evaluation criteria mentioned above, i.e. relevance, effectiveness, efficiency, impact and sustainability, as well as cross cutting issues and an additional category of questions regarding factors affecting programme performance. The evaluation will assess the CAFI Initiative as follows:

Strategic relevance of CAFI

The evaluation will assess, in retrospect, whether the Initiative's objectives and implementation strategies were consistent with:

- The international REDD+ agenda and negotiations under UNFCCC;
- Countries' needs and development priorities as expressed in national policies and plans as well as in sector development frameworks;
- Existing Country Programmes or other donor assistance frameworks approved by the governments of the partner countries;
- The corporate mandate, strategies and programmes of work of the implementing organisations;
- Other REDD+ related programmes, payment for ecosystem services schemes and rural livelihood programmes
- How well were existing policies, programmes, mechanisms and experiences are taken into consideration in partner countries so that
- CAFI support builds as much as possible on improving them rather than on the creation of new, parallel ones.

The evaluation will also assess whether the Initiative objectives were realistic, in light of the duration, its geographical scope and its allocated funding, and considering the baseline situation and the context in which the Initiative is operating.

Results and contribution to stated objectives

Effectiveness

The evaluation will assess the extent to which the Initiative objectives were effectively achieved or are expected to be achieved, mainly:

- **Does CAFI enhance cross-sectoral coordination and high-level leadership on forest/climate in the countries it supports?**
- **Does CAFI enhance donor support and coordination for Central African Forests?**
- **Is CAFI on track to deliver on the intended impacts and outcomes stated in Terms of reference and measured through its monitoring framework?**

For this, the evaluation will consider the CAFE Declaration, Theory of Change and monitoring framework, based on a review of project documentation and stakeholder interviews. The assessment of effectiveness will then focus on the following questions:

- Extent to which the outcomes, as defined in the Theory of Change, have been achieved by the programme;
- The contribution of CAFE funded programmes to the achievement of those ToC and outcomes.
- A summary of the main factors influencing the achievement of outcomes (with reference to the more detailed analysis that will follow under the “Factors affecting performance”).
- Influence of CAFE on global awareness of the importance of Central African forests.

Likelihood of Impact

The evaluation will assess actual and potential, positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended. Since impact is a result of long-term change, and requires specialised tools to be measured, this evaluation will only assess the likelihood of impact, and the processes in place and progress made towards it.

The evaluation will use a Review of Outcomes towards Impact (ROtI) approach to assess the likelihood that results achieved by CAFE (will) contribute to long-term impact on climate change and sustainable development”. In addition to the time lag, CAFE’s contribution to impact becomes much harder to assess the further along the causal pathways the assessment is conducted. It is, however, possible to enhance the reliability of the assessment of likelihood of impact and of the extent of the programme’s contribution, through a rigorous review of progress along the pathways from output to outcome to impact set out in the Theory of Change of the programme. The ROtI will also assess to what extent the drivers and assumptions are present, that are deemed necessary for CAFE outputs to lead to outcomes, and those outcomes to yield impact.

Efficiency

The evaluation will assess:

- The cost and timeliness of key outcomes delivered compared to national and regional benchmarks
- Administrative costs (including costs for supervision and coordination) compared to operational costs
- Any time and cost-saving measures taken by the Initiative
- Any significant delays or cost-overruns incurred, reason why and appropriateness of any remedial measures taken
- Any explicit efforts at national level to make use of pre-existing results, partnerships and approaches, as well as to exploit complementarities and synergies between related internal and external initiatives.

Sustainability and Up-scaling

There will be less focus on these issues, and the below is provided as guidance.

Sustainability is understood as the probability of continued long-term programme-derived results and impacts after the external programme funding and assistance has ended. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. The ToC will assist in the evaluation of sustainability.

Four aspects of sustainability can be considered:

- (a) *Socio-political sustainability*. Are there any social or political factors that may influence positively or negatively the sustenance of programme results and progress towards impacts? Is the level of ownership by the main national, regional and global stakeholders sufficient to allow for programme results to be sustained? Are there sufficient government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the programme?
- (b) *Financial resources*. To what extent are the continuation of Initiative's results and eventual impact dependent on continued (external) financial support? What is the likelihood that adequate financial resources⁷ will be available to implement the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project? Are there any financial risks that may jeopardize sustenance of programme results and onward progress towards impact?
- (c) *Institutional framework*. To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, global and regional agreements, legal and accountability frameworks etc. required to sustaining programme results and to lead those to impact on human behaviour and environmental resources?
- (d) *Environmental sustainability*. Are there any environmental factors, positive or negative, that can influence the future flow of programme benefits? Are there any outcomes or impacts that are likely to affect the environment, which, in turn, might affect sustainability of benefits? Are there any foreseeable negative environmental impacts that may occur as the programme results are being up-scaled?

Up-scaling is defined as up-take and application of practices, approaches and lessons emerging from the programme on a much larger scale and funded by other sources. The evaluation will assess the approaches adopted by the Initiative to promote up-scaling and appreciate to what extent actual up-scaling has already occurred or is likely to occur in the near future. The ToC will assist in determining and assessing the factors that influence up-scaling of programme results.

Cross-cutting issues

Gender mainstreaming

- Analysis of how gender issues were reflected in Programme objectives, design, identification of beneficiaries and implementation;
- Analysis of how gender relations and equality are likely to be affected by the Initiative;

⁷ Those resources can be from multiple sources, such as a global REDD financing mechanism, the public and private sectors, income generating activities, other development projects etc.

- Extent to which gender issues were taken into account in the management of the Initiative
- Assessment of likely distribution of benefits and costs between stakeholders.

Participation of forest dependent communities

- Are appropriate policies, tools, methods and approaches being promoted by CAFE to ensure that the views of forest communities are fully taken into account in decision making processes at national level?
- How credible are the efforts by CAFE to ensure that Free Prior Informed Consent by forest communities both for sectoral policy making and provincial programmes?

Capacity Development

- The extent and quality of CAFE in capacity development of beneficiaries;
- The perspectives for institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond beneficiaries

Norms, guidelines and safeguards

- Alignment of the country programmes with international normative products, guidelines and safeguards, especially the UNFCCC Cancun safeguards and those emphasized in Letters of Intent
- Do no harm approach and conflict/fragility

Factors affecting performance

Programme Design and Structure

The Evaluation will assess the extent to which the overall performance of CAFE has been affected by the way it has been designed and structured. The evaluation will consider the internal coherence and logic between CAFE's vision, mission and outcomes and funded programmes. It will seek to answer the following questions:

- Comparing CAFE's results framework and the Theory of Change of the programme, how clear and logic is the programme's results framework, including the appropriateness of stated development goals and outcomes (immediate objectives) and the evolution of programmes. Is the Theory of Change underpinning the overall Initiative results' framework robust and realistic? Are causal relationship between programmes and CAFE expected outcomes and impacts logical and is adequate consideration given to drivers and assumptions?
- Is the proposed implementation strategy and intervention approach under each sector the most adequate?
- Was the design process of the programmes appropriate and were resources set aside for design adequate?
- The quality of the stakeholders' and beneficiaries identification;
- The appropriateness of selection criteria for funded programmes.

Programme Organisation and Management

The Evaluation will look at CAFE's organization, coordination and Secretariat arrangements, by addressing the following questions:

- Have CAFI coordination arrangements (roles and responsibilities) within the donor group, with implementing organisations and with the Secretariat been clearly defined?
- How effective are the fund structure (MPTF pass through mechanism) towards the achievement of CAFI's objectives?
- How effective are the governance arrangements (CAFI Executive Board) towards these achievements?
- How effective is the CAFI Secretariat in supporting the implementation of the decisions of the Executive Board and the policy dialogues?
- Is the distribution of roles and responsibilities optimally aligned with the respective mandates and comparative advantages?
- Role of the Executive Board and its guidance and decisions on CAFI- funded programmes
- What is the timeliness and quality of administrative and technical support given by the EB, the CAFI Secretariat and implementing organisations to partner countries?

Financial and Human Resources Administration

The Evaluation will consider the adequacy of financial and human resources planned and available for the design and implementation of activities by assessing, among other things:

- Distribution of funding according to funding source and the adequacy and stability of the funding base for the achievement of CAFI's objectives;
- Coherence and soundness of budget revisions in matching implementation needs and CAFI's objectives;
- Allocation of funds towards and expenditure rate by each type of intervention and by different partners;
- Quality, transparency and effectiveness of the systems and processes used for financial management;
- Any other administrative processes facilitating or inhibiting fluid execution of programme activities;
- The adequacy in terms of number and competencies of staff managing programme activities, including personnel turn-over rates.

Cooperation and Partnerships

The Evaluation will assess the effectiveness of mechanisms for information sharing and cooperation between the CAFI EB, governments and implementing organisations, by addressing the following questions:

- Have key partners been identified and has their commitment at critical stages of programme implementation been secured?
- How is the overall collaboration with and between the different partners involved in CAFI?
- How effective are the coordination mechanisms in place between CAFI programme and these partners, within and between Government ministries, and between CAFI programmes and other bilateral and multilateral relevant initiatives. Are the incentives for collaboration adequate?
- To what extent has the programme been able to take up opportunities for joint activities and pooling of resources with other organizations and networks? Has CAFI made full use of

opportunities for collaboration with other relevant programmes? Have complementarities been sought, synergies been optimized and duplications avoided?

Monitoring, Evaluation and Reporting

The Evaluation will examine arrangements for reporting, monitoring and evaluating CAFI activities and will assess:

- The quality, comprehensiveness and regularity of reporting on the Initiative outcomes and impact. What quality assurance processes are in place to ensure the reliability and accuracy of reporting?
- The effectiveness of CAFI's monitoring and internal review systems, including clear definition of roles and responsibilities for data collection, analysis and sharing and adequate resources for monitoring.
- How monitoring information is used for steering and managing decisions. What mechanisms are in place to ensure that monitoring results are used to enhance CAFI's performance?
- The appropriateness of performance indicators to measure progress towards the achievement of programmes, outcomes and impact;
- The extent to which CAFI's activities have been independently evaluated, and whether adequate resources have been allocated to this purpose.
- The effectiveness of monitoring and reporting on risks and risks mitigation measures

Evaluation Methodology

The CAFI evaluation will adhere to the UNEG Norms & Standards⁸. Evaluation findings and judgements should be based on sound evidence and analysis, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources, to corroborate facts and to ensure that the evaluators understand the facts correctly) to the extent possible, and when verification is not possible, the single source will be mentioned⁹. Analysis leading to evaluative judgements should always be clearly spelled out. The limitations of the methodological framework should also be spelled out in the evaluation reports.

The evaluation will rate the different evaluation criteria on a six-point scale as detailed in Annex 5.

In attempting to attribute any outcomes and impacts to the Initiative, the evaluators should consider the difference between what has happened with and what would have happened without CAFI. This implies that there should be consideration of the baseline conditions and trends in relation to the intended programme outcomes and impacts. This also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of CAFI. Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

⁸ UNEG Norms & Standards: <http://uneval.org/normsandstandards>

⁹ Individuals should not be mentioned by name if anonymity needs to be preserved. In such cases sources can be expressed in generic term (Government, NGO, donor etc.).

As this is the first external CAFI evaluation, particular attention should be given to learning from experience, to inform revision of the CAFI approach. This should be at the front of the evaluation consultants' minds throughout the evaluation exercise. This means that the consultants need to go beyond the assessment of "where things stand" today, and explore processes affecting attainment of CAFI's results, which should provide the basis for the lessons that can be drawn from the Initiative. The consultants should also provide recommendations for the way forward.

Data sources and Tools

The CAFI evaluation will make use of the following tools and data sources:

- a) A **desk review** of project documents including, but not limited to:
 - The independent verification of the milestones of the Letter of Intent between CAFI and the DRC
 - General background documentation on Central African forests, including the CAFI web site, evaluations conducted by international agencies and donors,
 - CAFI Declaration and terms of reference and CAFI Executive Board decisions
 - Relevant reports, such as CAFI's Annual Reports, FONAREDD Annual reports, external evaluations by donors, partners etc.;
 - Programme design documents, including, annual work plans and budgets, revisions to the logical framework and project financing;
 - Documentation related to funded Programme outputs and relevant materials
 - Evaluations of funded Programmes when available;
 - Other relevant documents, such as new national policy documents, sector plans etc. bearing relevance for CAFI
 - If needed, scientific articles pertaining to various sectors impacting forests in the region etc.;
- b) **Semi-structured interviews**¹⁰ with a sample of key informants, stakeholders and participants, drawn from:
 - EB members, alternates and observers;
 - Government stakeholders including ministries participating in national coordinating bodies or steering committees;
 - Civil Society Organizations;
 - Indigenous Peoples Organizations;
 - Current and potential donors;
 - Country, regional and headquarter personnel from the implementing organisations involved in CAFI
 - CAFI Secretariat
 - Representatives from other bi-lateral or multi-lateral initiatives, including but not limited to FCPF, FIP, GEF, and UNFCCC Secretariat.

¹⁰ Face-to-face or through any other appropriate means of communications

c) **Surveys¹¹**

- A survey of the CAFI EB members
- A survey of CAFI partner countries including government, civil society and the private sector to collect their views on CAFI relevance, quality of support provided and outcomes achieved to date.
- A survey of CAFI implementing organisations staff, as well as that have partnership agreements or are sub-contracted by implementing organisations, to collect their views on CAFI relevance, outcomes achieved to date and internal factors affecting performance.

d) **Participation in key events**, such as two EB meeting

e) **Missions to partner countries, focused on where investment plans are funded by CAFI, namely:**

- a. A mission to DRC including one or two missions to ongoing provincial programmes, preferably one that has not been visited during the independent verification of the milestones of the LOI,
- b. A mission to Brazzaville
- c. A mission to Gabon

Meeting in-country partners and staff on the ground will be vital to acquiring a comprehensive understanding of the work conducted at the country level.

Consultation process

While fully independent in its judgements, the Evaluation Team will adopt a consultative and transparent approach with internal and external stakeholders. Throughout the process the evaluation team will liaise closely with the reference group (see the section 2 on “Management of the Evaluation”) and seek inputs from representatives of the Executive Board, the CAFI Secretariat, implementing organisations, government and civil society stakeholders in partner countries. Although the evaluation team is free to discuss with relevant government authorities anything pertaining to its assignment, the team is not authorized to make any commitments on behalf of the Initiative or implementing organisations.

The inception and draft evaluation reports will be shared first with the Reference Group and CAFI Secretariat, then with the Executive Board, relevant Programme staff of the implementing organizations and other key stakeholders for comments before finalisation. Comments will be incorporated as deemed appropriate by the evaluation team.

The Evaluation Team

The Evaluation Team should consist of three independent evaluators, including one Team Leader. The Team Leader will have sound experience in leading evaluations of large programmes and excellent English writing skills. To the extent possible the Evaluation Team will be balanced in terms of

¹¹ These surveys can be conducted online or through Email, as deemed most effective by the team. In preparation of the questionnaires, duplication with the Policy Board Review should be avoided.

geographical and gender representation to ensure diversity and complementarity of perspectives. The evaluation team should comprise the best available mix of skills and expertise required to assess CAFI.

- a) Extensive evaluation experience, including using a Theory of Change approach;
- b) Good technical understanding of Central Africa forest and climate context;
- c) Knowledge of donors structures and implementing organisations;
- d) First-hand experience in large programme coordination and management;
- e) Knowledge management and communication;
- f) Partnerships; and
- g) Gender equity, minorities and other social and cultural issues.

The Evaluation Team members will have had no previous direct involvement in the formulation, implementation or backstopping of CAFI. All members of the Evaluation Team will sign the Evaluation Consultant Code of Conduct Agreement Form (Annex 3).

The Evaluation Team is responsible for conducting the evaluation as set out in these TORs and applying the approach and methods proposed in the inception report they will prepare. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions and field visits, and will contribute to the evaluation with written inputs. The Team Leader will determine the distribution of data collection, analysis and reporting responsibilities within the team, in consultation with the other team members. The Inception Report will specify how responsibilities will be shared among evaluation team members.

Evaluation Team Deliverables

Inception Report

Before going into data collection the Evaluation Team shall prepare an *Inception Report* which should detail the evaluators' understanding of what is being evaluated, showing how the evaluation questions can be answered by way of proposed methods and sources of data. It will contain:

- A thorough review of the CAFI context
- A thorough review of the CAFI design
- The evaluation framework. It should present in further detail the evaluation questions under each criterion with their respective indicators and data sources, and summarize the information available from programme documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified.
- A proposed schedule of tasks, activities and deliverables –and how these are distributed over the different Team Members
- A list of key stakeholders and other individuals, who should be consulted, developed with the assistance of the Secretariat.
- A preliminary list of documents to be reviewed by the evaluation team. A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the inception report is included in Annex 4.

The Inception Report will be shared with the Reference group for endorsement, and with the Secretariat, Executive Board implementing organizations.

Evaluation Reporting

Each evaluation consultant will provide written inputs to the evaluation. They will prepare country case study reports and contribute to the main report by writing sections of the main report. The Team Leader, in consultation with the other evaluation team members, will determine the specific inputs and format of the inputs expected from the other team members during the inception phase.

After data collection and analysis has been completed, before drafting the main report, the evaluation team will jointly prepare a *preliminary findings report*, showing the most important findings emerging from the evaluation on which the main report will be focused. This document will be shared with the EB, the Secretariat, implementing organisations and country focal points to obtain their feedback on the emerging findings, to make sure that the most important issues have been captured by the evaluators.

Then, the evaluation team shall prepare a *Draft Evaluation Report* meeting the required criteria as described in the Terms of Reference. The Team Leader bears responsibility for submitting the draft report within four weeks from the conclusion of the country visits. The report will present the evidence found on the evaluation issues, questions and criteria listed in the Terms of Reference. The length of the report should be 15,000-18,000 words, excluding executive summary and annexes. Supporting data and analysis should be annexed to the report when considered important to complement the main report. The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based (with references to the relevant findings in the report), relevant, focused, clearly formulated and actionable. The Evaluation Team shall agree on the outline of the report at the inception phase, based on the template provided in Annex 2 of this Terms of Reference. The report shall be drafted in English.

The *Draft Evaluation Report* will be circulated among the Reference group, EB and CAFI Secretariat, and other key stakeholders for comments. Comments will be incorporated as deemed appropriate by the evaluation team. A “Response to comments matrix” will be prepared by the evaluation team to show how comments received have been dealt with in the *Final Evaluation Report*.

The Evaluation Team is fully responsible for its independent report, which may not necessarily reflect the views of the reference group, EB, CAFI Secretariat, implementing organisations and partner countries. The evaluation report is not subject to technical clearance by the evaluation departments of the donors, although they may be engaged, at the discretion of each EB member, for ensuring quality.

The *Final Evaluation Report* will be translated into French by CAFI Secretariat. It will be published on the CAFI website (www.cafi.org) and the websites of the evaluation departments of the donors.

CAFI Response

Following completion of the evaluation and delivery of the final Evaluation Report, a CAFI Response will be prepared. The EB, assisted by the CAFI Secretariat, will track implementation of evaluation recommendations.

Evaluation timetable

Table 6 outlines the provisional timetable and roles and responsibilities at each stage of the evaluation process. The timetable will be adjusted according to the availability of the selected evaluation team.

Table 6: Provisional CAFI Evaluation Timeline

	Activity	Responsibility	May - June	July 19	Aug 19	Sept	Oct	Nov	Dec	Jan 2020	Feb	Mar	Apr
Preparation	Prepare and circulate Evaluation ToR	Secretariat	X										
	EB13 (Presentation and approval of ToR)	EB		X									
	Recruit evaluation team	CAFI Secretariat (UNDP)		X	X	X							
	Inception mission	Evaluation Team, EB, CAFI Sec				X							
	Inception report	Evaluation Team					X						
	Review inception report	Reference group, CAFI Secretariat					X						
Evaluation	Data collection: Doc review, interviews, surveys and visits to DRC and Gabon	Evaluation Team					X	X					
	Data analysis	Evaluation Team						X					
	EB 14 : update and preliminary findings	Evaluation team, in consultation with CAFI Secretariat and Reference group, present to EB						X					
	Comments on preliminary findings	Reference group, CAFI Secretariat, EB, Implementing Organizations (IOs) and other stakeholders						X					
	Preparation of draft evaluation report	Evaluation Team							X	X			

	Review draft evaluation report and written comments	Reference group, CAFI Sec and EB									X			
	Review draft evaluation report by stakeholders	IOs & other stakeholders										X		
	Submission of final report	Evaluation Team											X	
Response	Preparation of CAFI response addressing the recommendations	Reference group, EB, CAFI Secretariat												X
	Presentation & dissemination of report and response	CAFI Secretariat												X

Annex 1: CAFI Evaluation – Guidance on Terms of Reference

Team Leader

The Team Leader will be responsible for overall management of the evaluation and timely delivery of its outputs as described in the overall TORs of the evaluation, under supervision of the CAFI Secretariat and in consultation with the Reference Group. (S)He will lead the evaluation design, document analysis, fieldwork and report-writing with full support and substantive inputs from the other team members. More specifically:

Coordination of the inception phase of the evaluation, including:

- conduct a preliminary desk review and introductory interviews with CAFI Secretariat
- prepare the evaluation framework,
- develop the desk review and interview protocols,
- plan the evaluation schedule,
- distribute tasks and responsibilities among the evaluation team members, and
- prepare the inception report, including comments received from the Reference Group;

Coordination of the data collection and analysis phase of the evaluation, including:

- conduct further desk review and in-depth interviews with global and regional partners of the programme;
- provide technical support to the evaluation team regarding information collection, data analysis, surveys etc.
- regularly monitor progress of the team in information gathering and analysis,
- prepare a country case study report template and coach team members during the first joint country visit,
- conduct two additional country visits and prepare two country case studies,
- review the country case studies prepared by the other team members and provide feedback,
- discuss preliminary findings of the evaluation with the team,
- present an update of the status of the evaluation to the meeting of the Executive Board
- prepare a preliminary findings report to solicit first comments from the EB ;

Coordination of the reporting phase, including:

- assign writing responsibilities among the team members for the main report,
- write key section of the main report,
- review/edit sections written by the other team members, ensuring a coherent report both in substance and style, and
- liaise with the Reference Group on comments received and ensuring that comments are taken into account during finalization of the main report, and
- present the evaluation findings and recommendations at the Executive Board meeting

Managing internal and external relations of the evaluation team, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence,
- avoid and resolve any misunderstandings, tensions and performance issues within the team, and

- communicate in a timely manner with the CAFI Secretariat and Reference Group on any issues requiring its attention and intervention.

The Evaluation Team will be supported by the CAFI Secretariat, EB and implementing organizations for logistical arrangements as much as possible, but will be required to make appointments with stakeholders directly and acquire their own country visas and health/repatriation coverage.

The Team Leader shall have had no prior involvement in the formulation or implementation of CAFI and will be independent from Implementing Organizations and other global, regional and national partners to the programme. (S)He will sign the Evaluation Consultant Code of Conduct Agreement Form (Annex 3).

Key selection criteria

- Advanced university degree in international development, Forestry, Environmental sciences or other relevant social science areas.
- Extensive evaluation experience, including of large, regional or global programmes and using a Theory of Change approach;
- Extensive team leadership experience;
- In-depth knowledge of Forests and Climate Change issues in the Central African region;
- Knowledge of results-based management orientation and practices;
- Experience from or knowledge of UN agencies (in particular FAO, UNDP, UN-Habitat, UNOPS, UNCDF), World Bank and bilateral cooperation agencies or banks (JICA, ENABEL, AFD) and any other organization listed [here](#)
- Excellent writing skills in English and working level knowledge of French.
- Attention to detail and respect for deadlines.
- Minimum 10 years of professional experience, longer professional experience is an advantage, including proven experience in developing countries.

Deliverables:

- Inception report
- country case studies
- Preliminary findings report
- Draft main report and revised draft report incorporating EB comments as required
- Revise main report incorporating – as appropriate – comments received from evaluation stakeholders and response to comments received from stakeholders on the draft report
- Final main report
- Presentation of preliminary findings and recommendations of the evaluation for discussion at two Executive Board meetings

Supporting Consultants

The evaluation team will comprise two Supporting Consultants in addition to the evaluation Team Leader. The Supporting Consultants will be responsible for delivering timely and high quality contributions to the evaluation process and outputs as described in the overall TORs of the evaluation under the leadership and supervision of the Team Leader. They will participate actively in evaluation design, document analysis, fieldwork and report-writing. Each Supporting Consultant will specifically provide:

Substantive contributions to the inception of the evaluation, including:

- conduct a preliminary desk review and introductory interviews
- assist in the preparation of the evaluation framework,
- contribute to the desk review and interview protocols,
- draft one of the two survey protocols (country survey or partner agency staff survey),
- contribute to sections of the inception report as agreed with the Team Leader, and
- any other tasks during the inception phase as requested by the Team Leader

Substantive contributions to data collection and analysis, including:

- conduct further desk review and in-depth interviews with global and regional partners of the programme as assigned by the Team Leader;
- conduct one joint country visit and draft sections of the first country visit report, incorporating feedback received from the Team Leader,
- conduct two additional country visits and prepare two country case studies, incorporating feedback received from the Team Leader and the other Supporting Consultant,
- review the country case studies prepared by the other team members and provide feedback,
- discuss preliminary findings of the evaluation within the team, and
- support the Team Leader with the preparation of a preliminary findings report, and
- any other tasks related to data collection and analysis as requested by the Team Leader;

Substantive contributions to the main report, including:

- write key section of the main report, as assigned by the Team Leader,
- review/edit sections written by the other team members, ensuring a coherent report both in substance and style,
- assist the Team Leader with reviewing comments received from the Reference Group and other stakeholders and with finalizing the main report, and
- any other tasks related to reporting as requested by the Team Leader;

Ensure good team work and external relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence,
- be a team player, avoid and help resolve any misunderstandings, tensions and performance issues within the team, and
- communicate in a timely manner with the CAFI Secretariat and reference group on any issues requiring its attention and intervention.

The Evaluation Team will be supported by the EB, the CAFI Secretariat and implementing organisations for logistical arrangements as much as possible, but will be required to make appointments with stakeholders directly and acquire their own country visas and health/repatriation coverage.

The Supporting Consultants shall have had no prior involvement in the formulation or implementation of CAFI funded programmes and will be independent from the implementing organisations and other global, regional and national partners to the programme. They will sign the Evaluation Consultant Code of Conduct Agreement Form (Annex 3).

Key selection criteria

One Supporting consultant will be a rural development /forest governance expert and the other will be a social scientist. Both consultants will have:

- Advanced university degree in international development, climate change and forests, Environmental sciences, Social sciences or other relevant disciplines;
- Significant evaluation experience including using a Theory of Change approach;
- Reasonable knowledge of UN agencies, World bank and bilateral banks or partners;
- Minimum 7 years of professional experience, longer professional experience is an advantage, including proven experience in developing countries;
- Excellent writing skills in English.

The rural development/forest governance expert will have in-depth expertise on REDD+ policies and strategies, agriculture, sustainable forestry practices, drivers of deforestation and MRV.

The *social scientist* will have in-depth understanding of forest and related gender, indigenous peoples, minorities and other socio-cultural issues. (S)He will also have experience in assessing partnerships, knowledge management and communication.

Annex 2: Annotated evaluation report outline

In consultation with the CAFI Secretariat and reference group, the Evaluation Team can modify the structure of the report outline below, as long as the key contents are maintained in the report and the flow of information and analysis is coherent and clear. The length of the final evaluation report should not exceed 18,000 words, excluding executive summary and annexes. The report will use numbered paragraphs for easy cross-referencing.

Acknowledgements

Table of Contents

Acronyms

Maximum 1 page and only for terms used more than 3 times in the report. When an acronym is used for the first time in the text, it should be written out in full.

Executive Summary

A 'stand-alone' Executive Summary which should:

- Maximum 2,000 words;
- Provide key information on the evaluation process and methodology;
- Illustrate key findings and conclusions;
- List all recommendations: this will facilitate the drafting of the Management Response to the evaluation.

1. Introduction

1.1 Background and purposes of the evaluation

This section will include:

- The purpose of the evaluation, as stated in the Terms of Reference;
- Programme title, starting and closing dates, initial and current total budget;
- Dates of implementation of the evaluation.

It will also mention that Annex I of the evaluation report is the evaluation Terms of Reference.

1.2 Methodology of the evaluation

This section will comprise a description of the methodology and tools used and evaluation criteria that were applied by the evaluation. This should also note any limitations incurred in applying the methodology by the evaluation team.

2. Programme and context

This section will describe CAFI (starting and closing dates, expected mechanisms, impacts and outcomes, initial and current total budget, country portfolio, implementation arrangements etc.).

It will also include a description of the developmental context relevant to the Initiative including major challenges in the area of the intervention, political and legislative issues, etc. It will also describe the process by which the programme was identified and developed and cite other related initiatives and interventions.

3. Strategic relevance

4. Results and contribution to stated objectives

4.1 Effectiveness at delivering

4.2 Efficiency

4.3 Cross-cutting issues: Gender, capacity development, norms, guidelines and safeguards

4.5 likelihood of impact, sustainability and up-scaling (smaller section)

5. Factors affecting performance

5.1 Programme design and structure

5.2 Programme organization and management

5.3 Financial and human resources administration

5.4 Cooperation and partnerships

5.5 Monitoring, evaluation and reporting

6. Conclusions and recommendations

Conclusions need to be substantiated by findings consistent with data collected and methodology, and represent insights into identification and/or solutions of important problems or issues. They may address

specific evaluation questions raised in the Terms of Reference and should provide a clear basis for the recommendations which follow.

The Conclusions will synthesise the main findings from the preceding sections: main achievements, major weaknesses and gaps in implementation, factors affecting strengths and weaknesses, prospects for follow-up, any emerging issues. It will consolidate the assessment of various aspects to judge the extent to which the programme has attained, or is expected to attain, its intermediate/specific objectives. Considerations about relevance, costs, implementation strategy and quantity and quality of outputs and outcomes should be brought to bear on the aggregate final assessment.

Recommendations should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear. They can tackle strategic, thematic or operational issues. Each recommendation should each be introduced by the rationale for it; alternatively, it should be referenced to the paragraphs in the report to which it is linked.

Each recommendation should be clearly addressed to the appropriate party, i.e. the Donors, the CAFI Secretariat, the EB, implementing organizations and partner countries. Responsibilities and the time frame for their implementation should be stated, to the extent possible. Although it is not possible to identify a 'correct' number of recommendations in an evaluation report, the evaluation team should consider that each recommendation must receive a response.

7. Lessons learned

The evaluation will identify lessons and good practices on substantive, methodological or procedural issues, which could be relevant to the design, implementation and evaluation of future CAFI activities. Such lessons/practices must have been innovative, demonstrated success, had an impact, and be replicable.

Annexes to the evaluation report will include, though not limited to, the following as relevant:

- I. Evaluation Terms of Reference
- II. Evaluation Framework
- III. Additional methodology-related documentation and evaluation tools;
- IV. Detailed output matrix
- V. Detailed ROtI analysis
- VI. Brief profile of evaluation team members
- VII. List of documents reviewed
- VIII. List of institutions and stakeholders met during the evaluation process. (The team will decide whether to report the full name and/or the function of the people who were interviewed in this list.)

Annex 3: Evaluation Consultant Code of Conduct¹² Agreement Form

The form is to be completed by all consultants and included as an annex in the final report.

<p style="text-align: center;">Evaluation Consultant Agreement Form</p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System</p> <p>Name of Consultant: _____</p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at (place) on (date) _____</p> <p>Signature: _____</p>
--

Annex 4: Documents to be consulted

The following list of documents should be consulted by the evaluators at the outset of the evaluation and before finalizing the evaluation design and the inception report:

1. CAFI Declaration
2. CAFI Fund Terms of Reference
3. CAFI EB decisions
4. CAFI results framework
5. Independent verification of the milestones of the Letter of Intent between CAFI and the DRC
6. Concluded Letters of intent
7. Approved programmes
8. CAFI Annual reports

Annex 5: Rating Programme Performance

The evaluation will provide individual ratings for the evaluation criteria described in section 2.3 of these TORs.

All criteria will be rated on a six-point scale as follows:

Highly Satisfactory (HS);
Satisfactory (S);
Moderately Satisfactory (MS);
Moderately Unsatisfactory (MU);
Unsatisfactory (U);
Highly Unsatisfactory (HU).

Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

¹² Code of Conduct for Evaluation in the UN System: www.unevaluation.org/unevaluationcodeofconduct

An aggregated rating (on a six-point scale) will be provided for Results and Contribution to stated objectives, and Overall Programme Performance. These ratings are not the average of the ratings of sub-criteria but should be based on sound weighting of the sub-criteria by the Evaluation Team. All ratings should use letters (not numbers).

In the conclusions section of the report, ratings will be presented together in a table, with a brief justification cross-referenced to the findings in the main body of the report.

Criterion	Rating	Summary assessment
Strategic relevance		
Results and contribution to stated objectives		
Effectiveness of delivery of results		
Likelihood of Impact	N/A	
Sustainability		
Up-scaling		
Efficiency		
Cross-cutting issues:		
Gender		
Participation of stakeholders		
Capacity Development		
Normative Products		
Factors affecting performance		
Programme Design and Structure		
Programme Organization and Management		
Human and Financial Resources Administration		
Cooperation and Partnerships		
Monitoring, reporting and evaluation		
Overall Programme Performance		

SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
▪ [Add other forms as necessary]	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted separately / Password-protected Email)

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

FORM A: TECHNICAL PROPOSAL SUBMISSION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we *embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.*

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

FORM B: BIDDER INFORMATION FORM

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney

FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information <i>(address, telephone numbers, fax numbers, e-mail address)</i>	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

Name of leading partner

(with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)

[Complete]

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture **OR** ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

FORM D: QUALIFICATION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

If JV/Consortium/Association, to be completed by each partner.

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

- ☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

Annual Turnover for the last 3 years	Year	USD
	Year	USD
	Year	USD
Latest Credit Rating (if any), indicate the source		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

- ☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:
- Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
 - Historic financial statements must be audited by a certified public accountant;
 - Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

FORM E: FORMAT OF TECHNICAL PROPOSAL

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

NAME OF PERSONNEL	[INSERT]
POSITION FOR THIS ASSIGNMENT	[INSERT]
NATIONALITY	[INSERT]
LANGUAGE PROFICIENCY	[INSERT]
EDUCATION/ QUALIFICATIONS	[SUMMARIZE COLLEGE/UNIVERSITY AND OTHER SPECIALIZED EDUCATION OF PERSONNEL MEMBER, GIVING NAMES OF SCHOOLS, DATES ATTENDED, AND DEGREES/QUALIFICATIONS OBTAINED.]

	[INSERT]
PROFESSIONAL CERTIFICATIONS	<p><i>[PROVIDE DETAILS OF PROFESSIONAL CERTIFICATIONS RELEVANT TO THE SCOPE OF SERVICES]</i></p> <hr/> <ul style="list-style-type: none"> ▪ NAME OF INSTITUTION: [INSERT] ▪ DATE OF CERTIFICATION: [INSERT]
EMPLOYMENT RECORD/ EXPERIENCE	<p><i>[LIST ALL POSITIONS HELD BY PERSONNEL (STARTING WITH PRESENT POSITION, LIST IN REVERSE ORDER), GIVING DATES, NAMES OF EMPLOYING ORGANIZATION, TITLE OF POSITION HELD AND LOCATION OF EMPLOYMENT. FOR EXPERIENCE IN LAST FIVE YEARS, DETAIL THE TYPE OF ACTIVITIES PERFORMED, DEGREE OF RESPONSIBILITIES, LOCATION OF ASSIGNMENTS AND ANY OTHER INFORMATION OR PROFESSIONAL EXPERIENCE CONSIDERED PERTINENT FOR THIS ASSIGNMENT.]</i></p> <hr/> <p>[INSERT]</p>

REFERENCES

[PROVIDE NAMES, ADDRESSES, PHONE AND EMAIL CONTACT INFORMATION FOR TWO (2) REFERENCES]

REFERENCE 1:

[INSERT]

REFERENCE 2:

[INSERT]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

Signature of Personnel

Date (Day/Month/Year)

FORM F: FINANCIAL PROPOSAL SUBMISSION FORM

(Must be submitted separately / Password-protected Email)

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

FORM G: FINANCIAL PROPOSAL FORM

(Must be submitted separately / Password-protected Email)

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: [Insert Currency]

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
In-Country				
Home Based				
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			
Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
Subtotal Other Costs:				

Table 4: Breakdown of Price per Deliverable/Activity

Deliverable/ Activity description	Time (person days)	Professional Fees	Other Costs	Total
Deliverable 1				
Deliverable 2				
Deliverable 3				
.....				
